DOCUMENT RESUME

ED 123 948 HE 007 283

TITLE	The Governance of the College.
INSTITUTION	Saint Mary's Coll., Notre Dame, Ind.
PUB DATE	Jun 75
NOTE	80p.
EDRS PRICE	MF-$0.83 HC-$4.67 Plus Postage.
DESCRIPTORS	Administrative Organization; *Administrative Policy; Administrator Responsibility; *Church Related Colleges; *College Faculty; Committees; Faculty Promotion; Fringe Benefits; Governance; *Higher Education; Job Tenure; Leave of Absence; *Personnel Policy; Teacher Responsibility
IDENTIFIERS	*Faculty Handbooks; Saint Marys College

ABSTRACT

Saint Mary's College issued this document in 1973 covering the institution's governance. It includes the bylaws of the Board of Regents; an administrative manual detailing the responsibilities of the members of the administration and the various councils and standing committees; a faculty manual listing the responsibilities of the teaching faculty, qualification for appointment and promotion, academic freedom and tenure policies, and termination and retirement procedures; an administrative procedures manual outlining operating procedures with regard to faculty appointments, promotions, tenure, contracts, non-renewal of contracts, retirement, and leaves; and an appendix listing the fringe benefits available to faculty and staff. (JMF)

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THE GOVERNANCE OF THE COLLEGE

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FOREWORD

The four documents bound in this volume have been approved, as updated, by the Board of Regents at their meeting on June 14, 1975. They represent the official policy manuals of the College.

The student policy manual, also approved by the Board of Regents, has been reprinted as a separate document due to its large size.

June 14, 1975

THE GOVERNANCE OF THE COLLEGE

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BYLAWS OF THE BOARD OF REGENTS

THE CORPORATION
OF
SAINT MARY'S COLLEGE
NOTRE DAME, INDIANA

BYLAWS

ARTICLE I

History, Philosophy, and Purpose

Saint Mary's College, Notre Dame, established under the Not For Profit Corporation Act of 1971 of the State of Indiana, is a Catholic college operated under the auspices of the Sisters of the Holy Cross. This corporation continues the operation of Saint Mary's College which was founded in 1844 by the Sisters of the Holy Cross. The Members of the Corporation, hereinafter referred to as Corporate Members, are those members of the Congregation of the Sisters of the Holy Cross who were the original seven incorporators and their successors in office.

Saint Mary's College, Notre Dame, shall be a Catholic liberal arts college for women. Predicated upon the Judaeo-Christian concept of man as a child of God and a brother to all other men, its vision encompasses man's distinctive place in a God-created universe and a man-projected culture. It shall dedicate its resources to furthering cultural, intellectual and spiritual qualities in and among persons. The college shall encourage in all members of the college community personal responsiveness for self-growth as well as enrichment of each one's various communities, religious and secular. Believing education to be the stimulus in this

process, it shall emphasize those disciplines basic to liberal education: humanities, social and natural sciences, as informed by the Word of God, central to all. International in faculty and student body, admitting qualified students without regard to creed, race, or color, Saint Mary's College, Notre Dame, seeks the intellectual liberation essential to human progress, illumined and guaranteed by Divine Wisdom.

Such have been the objectives of Saint Mary's College since its founding. The founders were four Sisters of the Holy Cross who in 1843 came from their motherhouse in LeMans, France, to the frontiers of Indiana. Their religious Congregation was dedicated to the work of God, expressed in their service in schools and hospitals with its related works of Christian charity. They foresaw in the young state opportune fields for pioneering. In 1844, the Sisters opened Saint Mary's Academy at nearby Bertrand, Michigan. With additional sisters from France and young American sisters the school flourished. Its first commencement took place in July, 1848. In 1855, the young academy moved to its present site. The articles of incorporation and charter issued by the state and under the laws of Indiana on February 28, 1855, define Saint Mary's College as a seat "of learning for the education of young ladies in the various branches of arts and sciences usually taught in female colleges of the highest standing" and "authorize it to confer such degrees on scholars as is usual in such institutions". By this charter Saint Mary's College became the first legally authorized Catholic college for women in the United States.

Pioneering in the past with programs for women, particularly with the first graduate school of theology in the world for women, Saint Mary's College will likewise pioneer in the

future to maintain close alliance with the needs of her day which a college woman must serve, tuning future directions to basic commitments as a Catholic college.

ARTICLE II

The Board of Regents

Section I. Powers of the Board of Regents. A Board of Directors who shall be known as the Board of Regents to govern the Corporation of Saint Mary's College, Notre Dame, hereinafter referred to as the College, shall be elected by the Corporate Members. Subject to the powers reserved to the Corporate Members by the Articles of Incorporation, the Board of Regents shall be vested with the authority and responsibility for the operation of the College in accordance with the stated philosophy of the College, the bylaws of the Corporation, and the laws of the State of Indiana. In addition to the general authority of the Board of Regents, the following powers are specifically reserved to the Board of Regents:

1. Granting of academic and honorary degrees.

2. Appointment of all vice-presidents of the College upon recommendation of the President of the College.

3. Opening of new departments and programs and the closing of existing departments and programs.

4. Approval of the capital and operating budgets of the College.

5. Approval of major budget variances and changes.

6. Awarding of tenure upon recommendation of the President of the College and determination of policies regarding tenure.

7. Approval of salary and wage administration programs and executive salary schedules.

8. Approval of major policy and procedural manuals of the college.

9. Establishment of procedures for appeals to the Board of Regents.

Section 2. Membership of the Board of Regents.

(a) The Board of Regents shall consist of not less than twelve nor more than forty Regents, at least one-third of whom shall be Sisters of the Holy Cross; at least one member of the Alumnae Association; and one member each from the faculty and the student body of Saint Mary's College Corporate Members may be members of the Board of Regents. The President of the college shall be an ex-officio, voting member of the Board of Regents. His term of office shall be coextensive with his incumbency in office as president.

(b) The term of office of Regents, other than the President of the college and the student Regent, shall be three-year terms. Regents shall be eligible to serve a maximum of two successive three-year terms, in addition to any initial partial terms, and shall be eligible for re-election to the Board after the expiration of one year absence from the Board.

(c) The Corporate Members will request from the members of the Board of Regents and other interested persons nominees for regular and interim vacancies on the Board of Regents.

(d) The terms of members of the Board of Regents will commence upon their election and each such Regent shall hold office until his successor is elected, without prejudice to Article II, Section 2(f).

(e) Unexcused absence of a Regent from three consecutive regular meetings of the Board of Regents shall constitute resignation from the Board of Regents.

(f) By a majority vote, at a regular or special meeting, the Corporate Members may remove a Regent from office. Such action may also be recommended to the Corporate Members by the majority vote of the Regents present at a regular or special meeting.

Section 3. Officers of the Corporation.

(a) The officers of the corporation shall be the president, who shall be known as the Chairman of the Board of Regents, a vice-president who shall be known as a Vice-Chairman, a Secretary and a Treasurer. The Chairman of the Board of Regents shall be a Sister of the Holy Cross if the President of the College is a layman or laywoman. The Chairman of the Board of Regents shall be a layman or laywoman if the President of the college is a Sister of the Holy Cross.

(b) The Chairman shall preside at all meetings of the board and shall appoint members to regular and ad hoc committees of the Board. The Chairman shall be elected by the Board of Regents for a two-year term and may, from time to time, be re-elected to such office.

(c) The Vice-Chairman shall preside at meetings of the Board in the absence of the Chairman. The Vice-Chairman shall be elected by the Board of Regents for a two-year term and may, from time to time, be re-elected to such office.

(d) The Secretary shall issue notices of all meetings; shall be responsible for the keeping of adequate records and transactions of the Board, other than financial; and shall be responsible for the minutes of all meetings of the Board of Regents and of the Executive Governing Board. The Secretary shall be elected by the Corporate Members. An assistant secretary may be appointed who need not be a Regent.

(e) The Treasurer shall be elected by the Board of Regents and shall serve as the Chairman of the Committee on Finance and Budget of the Board.

Section 4. Meetings. The Board of Regents shall hold three regular meetings each academic year, one in the spring, one in the fall, and one in the winter. Special meetings may be called by the Chairman of the Board, or upon the written request of at least one-fourth of the Regents. The Secretary of the Board, or his designee, shall give at least thirty days prior written notice of all regular meetings of the Board, and at least five days prior written notice of all special meetings of the Board. Meetings of the Board may be held within or without the State of Indiana. The annual meeting of the Board shall be the meeting held in the fall. The quorum necessary for the transaction of business at meetings of the Board

shall be two-thirds of the members of the Board of Regents.

Section 5. Executive Governing Board.

(a) The Executive Governing Board shall have eight members, four of whom shall be Sisters of the Holy Cross and all of whom shall be Regents. The members of the Executive Governing Board shall be the Chairman and Vice-Chairman and the Treasurer of the Board of Regents, and the President of the College, and four Regents elected by the Corporate Members including the Secretary of the Corporation.

(b) The Executive Governing Board shall have the authority to transact all regular business of the college between the meetings of the Board of Regents, provided that no action so taken shall be in conflict with the expressed policies of the Board of Regents. Actions of the Executive Governing Board shall be subject to ratification by the Board of Regents at its next regular meeting

(c) The officers of the Executive Governing Board shall be the officers of the Board of Regents.

(d) The Executive Governing Board shall meet at least six times during the academic year. A quorum shall consist of a majority of the members of the Executive Governing Board.

Section 6. Committees of the Board of Regents.

(a) The Chairman shall appoint the Standing Committees of the Board each year. Standing Committees may initiate proposals or act upon matters referred to them by the President of the college, the Executive Governing Board, or the Board of Regents. These committees shall make reports and

recommendations to the Executive Governing Board or to the Board of Regents at their regular meetings. The Chairman of the Board of Regents and the President of the college shall be ex-officio, voting members of all Standing Committees. All Standing Committees shall meet at least three times each year.

(b) Committee on Finance and Budget. The membership of the Committee on Finance and Budget shall consist of: three members of the Board of Regents selected by the Chairman of the Board of Regents, one of whom shall be the Treasurer of the Board who shall serve as Chairman of this committee; two members of the faculty, selected by the Faculty Assembly; one member selected by the Parents Council from its membership; the president of the Alumnae Association who shall be an ex-officio, voting member; one member of the student body selected by the Student Government Organization; and the Vice President for Fiscal Affairs who shall be an ex-officio, voting member and serve as Secretary of the committee. The Committee on Finance and Budget shall:

1. Consider and make recommendations to the Board of Regents concerning the annual budget, as presented to it by the President of the college.

2. Consider and make recommendations to the Board of Regents concerning matters relating to student tuition and fees, and student remission policies, as well as other matters relating to the fiscal operation of the college.

3. Establish and guide the college policies as to investments, whether in

securities or real estate.

(c) Committee on Education. Membership of the Committee on Education shall consist of: two members of the Board of Regents selected by the Chairman of the Board of Regents who shall designate one Regent as Chairman of the committee; two members of the faculty selected by the Faculty Assembly; one member of the Alumnae Association Board selected by that Board; the president of the student body; and the Vice-President for Academic Affairs who shall be an ex-officio, voting member and shall serve as Secretary of the committee. The Committee on Education shall:

1. Consider and make recommendations concerning major college educational policies.

2. Consider and make recommendations concerning major academic and departmental concerns.

3. Consider and make recommendations concerning faculty status and faculty obligations.

(d) Committee on Student Life. Membership of the Committee on Student Life shall consist of: Two members of the Board of Regents selected by the Chairman of the Board of Regents who shall designate one Regent as Chairman of the committee; one member of the faculty selected by the Faculty Assembly; the president of the Student Government Organization who shall be an ex-officio, voting member; one member of the student body selected by the Student Government Organization; one member selected by the Parents Council from its membership; one member selected by the

Alumnae Association Board from its membership; the Director of the Campus Ministry who shall be an ex-officio voting member; the Vice-President for Student Affairs who shall be an ex-officio, voting member and serve as Secretary of the Committee. The Committee on Student Life shall:

1. Consider and make recommendations concerning major college policies on the non-academic life of the students.

2. Consider and make recommendations concerning the spiritual life of the students.

(e) Committee on Development. The membership of the Committee on Development shall consist of: two members of the Board of Regents appointed by the Chairman of the Board of Regents who shall designate one Regent as Chairman of the committee; one member of the faculty selected by the Faculty Assembly; one member of the Alumnae Association Board selected by that Board; one member selected by the Parents Council from its membership; one member of the student body selected by the Student Government Organization; the Vice-President for Development who shall be an ex-officio, voting member and serve as Secretary of the committee. The Committee on Development shall recommend plans for:

1. Establishing programs to obtain special gifts and bequests for the endowment, growth, and development of the College.

2. Improving national public relations and developing closer relations between the College, the local community

and other colleges and universities.

(f) Other Committees. The Board of Regents shall create and establish such other committees, boards and councils in respect of the management of the affairs of the college as the Board shall, from time to time determine and, in its discretion, may discontinue any such committees, boards and councils. The duties and functions of such boards, councils, and committees shall be defined and determined by the Board of Regents. The members of such committees, boards and councils shall be appointed by the Chairman of the Board of Regents.

ARTICLE III

Administration

Section I. President of the College.

(a) The President of the college shall be elected by the Corporate Members from recommendations of the Board of Regents.

(b) The President of the college shall be the executive head of the college with responsibility for the general direction of its affairs. He shall:

1. Be ex-officio, a voting member of the Board of Regents, the Executive Governing Board, and all committees of the Board.

2. Preside or designate the presiding officer at all academic functions and shall represent the college before the public.

3. Make appointments to the academic and non-academic staffs of the college other than vice-presidents.

4. Make recommendations for appointment of vice-presidents.

5. Have the power, subject to the supervision and direction of the Board of Regents, to designate the duties and functions of the other officers and agents of the college.

6. Have the power to sign in the name and on behalf of the college, all contracts and other legal instruments made in the ordinary course of the business of the college, except as restricted by these bylaws.

(c) The President of the college shall make, or cause to be made:

1. An annual report of the affairs and general condition of the college at the annual meeting of the Board.

2. Monthly financial reports to the Executive Governing Board.

3. Quarterly financial reports to the Board of Regents and the Corporate Members.

4. An annual budget for the operations of the college for review and evaluation by the Committee on Finance and Budget of the Board of Regents.

(d) The President of the college shall present to the Board at its spring meeting for

its approval or disapproval, the names of all faculty members being proposed for tenure by the college faculty and/or administration.

(e) In the absence or disability of the President, the Senior Vice-President shall serve as Acting President, pending further action of the Board.

Section 2. Other Officers of the College.

(a) All officers of the college, other than the President of the college, shall be appointed by the Board of Regents upon recommendation of the President of the college and shall consist of:

1. Vice-President for Academic Affairs
2. Vice-President for Development
3. Vice-President for Student Affairs
4. Vice President for Fiscal Affairs
5. Such special assistants to the President as may be approved by the Board of Regents after recommendation by the President of the college.

(b) The Vice-President for Academic Affairs shall be the Senior Vice-President. Any two or more offices may be held at the same time by one person.

Section 3. Terms of Office. The officers of the college shall hold office for an indefinite duration. The term of the President of the college may be terminated by the Board of Regents with the approval of the Corporate Members.

The term of office of the other officers of the college may be terminated by the President of the college with the approval of the Board of Regents.

ARTICLE IV

Checks and Other Instruments

Section I. Authorization.

(a) All checks, drafts or demands for money, and notes of the corporation, shall be signed by such officer or officers or such other person or persons as the Board of Regents may from time to time designate.

(b) The Board of Regents of the college may, subject to the Articles of Incorporation and these bylaws, designate the officers and agents who shall have authority to execute any authorized contract, conveyance, or other instrument on behalf of the Corporation or may ratify or confirm an execution. When the execution of any instrument has been authorized without specification as to the executing officers or agents, the President of the college may execute the same in the name and on behalf of the college.

ARTICLE V

Books, Records and Annual Reports

Section I. Required Records. The officers, agents and employees of the college shall maintain such books, records and accounts of the college's business and affairs as required by the Board of Regents, or required by the laws of the State of Indiana.

Section 2. Annual Report. The Board of Regents shall annually cause a true statement of the academic, apostolic, and fiscal operations and the properties of the college for the preceding year and plans for the succeeding year

to be made and communicated to the Corporate Members within four months after the end of the fiscal year. This report shall be presented personally and in writing by the Chairman of the Board and the President of the college.

ARTICLE VI

Membership of the Corporation

Section I. Members. The Corporate Members are the seven Sisters of the Holy Cross who are the original incorporators and their successors in office as specified in the Articles of Incorporation.

According to the Articles of Incorporation, the following rights may be executed only by the Corporate Members:

1. Election of members of the Board of Regents, election of the Secretary of the corporation, and the election of four regents to the Executive Governing Board including the Secretary of the corporation.

2. Appointment of the President of the college after recommendations from the Board of Regents.

3. Adoption and amendment of the Articles of Incorporation and the bylaws of the corporation.

4. Authorization of the sale, lease, mortgage, or hypothecation of assets, the borrowing of money for capital needs of the corporation, or the merger of the college with

another institution.

5. Appointment of the fiscal auditors of the corporation.

The Corporate Members shall delegate to the Board of Regents all other rights and authority to operate Saint Mary's College, Notre Dame, in accordance with the stated philosophy of the college and the following statements of policy:

(a) The essential character as a Catholic institution of higher learning shall at all times be maintained. It is the stated intention and desire of the Corporate Members that the college shall be a vital Christian community and shall retain in perpetuity its identity as such an institution.

(b) The college shall be administered in such manner as to utilize the unique skills and dedication of the members of the Congregation of the Sisters of the Holy Cross. New areas of service will emerge, but traditional roles shall be included and are noted here:

1. The entire intellectual life of the college shall be reinforced by an emphasis on the disciplines of theology and philosophy. These disciplines are central to the existence and function of the college and the Sisters shall participate in major roles in furthering this central concern.

2. The Sisters of the Holy Cross shall be assigned administrative and academic roles at the college as their talents and education coincide with college needs.

3. The Sisters of the Holy Cross shall contribute to the enrichment of college life through Campus Ministry and other areas of apostolic service.

(c) The governance and the administration of the college shall be a collaborative effort of laymen and laywomen and Sisters of the Holy Cross.

Section 2. Officers. At the annual meeting of the Corporate Members the Corporate Members shall organize by electing a Chairman and a Secretary. The tenure of office will be for one year or until the next annual meeting.

Section 3. Place of Meetings. Meetings of the Corporate Members shall be held at the principal office of the corporation at Notre Dame, Indiana, or at such other place or places as the majority of the Corporate Members from time to time determine or approve.

Section 4. Annual Meetings. The annual meeting of the Corporate Members shall be held for the purpose of receiving the reports of officers, electing the Board of Regents, and transacting such other business as may be properly presented thereat. The annual meeting of the Corporate Members shall be held in the fall of each year prior to the fall meeting of the Board of Regents. If for any reason the annual meeting is not held at this time, the Corporate Members shall fix another date for such meeting within six months of the end of the fiscal year.

Section 5. Special Meetings. Special meetings of the Corporate Members may be called by the Chairman of the Corporate Members or by any Member entitled to vote on the business proposed to be transacted thereat.

Section 6. Notice of Meetings. A written or printed notice, stating the place, day and hour of the meeting and in case of a special meeting, or when required by any other provision of the laws of the State of Indiana, or the Articles of Incorporation, the purpose or purposes for which the meeting is called, shall be delivered or mailed by the Secretary of the Corporate Members to each member of record entitled by the Articles of Incorporation to vote at such meeting, at such address as appears upon the records of the corporation, at least ten days before the date of the meeting. Notice of any such meeting may be waived in writing by any Corporate Member if the waiver sets forth in reasonable detail the purpose or purposes for which the meeting is called and the time and the place thereof. Attendance at any meeting in person or by proxy when the instrument or proxy sets forth in reasonable detail the purpose or purposes for which the meeting is called, shall constitute a waiver of notice of such meeting. Each Corporate Member who has in the manner above provided waiver notice of a Corporate Members' meeting, or who persoually attends a Corporate Members' meeting, or is represented thereat by a proxy authorized to appear by an instrument of proxy complying with the requirements above set forth, shall be conclusively presumed to have been given due notice of such meeting.

Section 7. Quorum. A majority of the Corporate Members entitled to vote shall constitute a quorum for the transaction of business at any regular or special meeting of the Corporate Members. The concluding and concurring vote of a majority in number of the Corporate Members present in person or by proxy and entitled to vote shall be necessary to the passage of any notice, motion, order or resolution, or the

transaction of any business coming before such meeting, unless a larger number or percentage is required by law, and provided, however, that a lesser number attending any meeting at which a quorum is not present may adjourn such meeting from time to time, until a quorum is present.

Section 8. Addresses of Members. The address of any Corporate Member appearing upon the records of the corporation shall be deemed to be the same address as the latest address of such Corporate Member appearing on the records maintained by the Secretary of the Corporation.

Section 9. Voting Rights. Corporate Members in good standing will be entitled to one vote.

Section 10. Proxies. Any Corporate Member entitled to vote at any meeting of the Corporate Members may vote either in person or by proxy executed in writing by the Corporate Member or any authorized attorney in fact. All proxies shall be delivered to the Secretary of the Corporate Members at or before the time of such meeting. No proxy shall be valid after eleven months from the date of its execution unless a longer time is expressly provided therein.

Section 11. Voting Lists. At least five days before each election of the Board of Regents, the Secretary of the Corporate Members shall make a complete list of the Corporate Members entitled by the Articles of Incorporation to vote at such election. The list shall be arranged in alphabetical order, setting forth the address of each Corporate Member, which list shall be on file at the principal office of the corporation and subject to the inspection of any Corporate Member during the

holding of such election. The original membership list, or a duplicate thereof kept in the State of Indiana, shall be the only evidence as who are the Corporate Members entitled to examine the voting list or to vote at any meeting of the Corporate Members.

Section 12. Order of Business. The order of business at annual meetings and, so far as practicable, at all other meetings of the members, shall be:

1. Proof of due notice of meeting
2. Call of roll
3. Reading and disposal of any unapproved minutes
4. Annual reports of officers and committees
5. Unfinished business
6. New business
7. Adjournment

ARTICLE VII

Amendments of Bylaws

These bylaws may be amended by the affirmative vote of a two-thirds majority of the Corporate Members, at the annual meeting or a special meeting, provided a full statement be set forth in the notice of call of such special meeting.

ADMINISTRATIVE MANUAL

ARTICLE I

Although the Board of Regents and the President bear full responsibility for the development and administration of Saint Mary's College, all members of the College community participate in the government of the College in accordance with the procedural manuals.

ARTICLE II

Officers of Administration

The administration shall consist of those officers listed within this Article and such others as from time to time shall be deemed necessary.

Section I. The President. The President of the College is appointed by the Board of Regents and is the chief executive officer of the College. The President is responsible to the Board of Regents for the development and administration of the College and for the implementation of all policies in accordance with the stated purpose of the College.

It shall be the duty of the President:

(a) to promote the general well-being of the College.

(b) to be the chief liaison officer between the Board of Regents and the College community, and to communicate and to interpret to the Board and the College community the educational views and concepts of the others.

(c) to be the college representative and spokesman.

(d) to keep informed of the changing scene in higher education and to plan and direct the development of the college toward ever increasing excellence.

(e) to present regular reports on the state of the college and such other reports as are requested by the Board of Regents.

The President shall possess such authority as is necessary to execute his duties and shall be empowered:

(a) to appoint, promote, fix compensation for, and dismiss all administrative officers, faculty, and employees of the college subject to the limitations of budget provision and college policies as stated in the procedural manuals. All personnel of the college shall be responsible to the President either directly or indirectly through delegated officers.

(b) to make such changes in the organizational structure of the college as are beneficial to the well-being of the college and which are not in violation of the statutes.

(c) to appoint such committees and to delegate such authority and assign responsibility to committees and to individuals as may be helpful in the execution of the duties of the office of President.

(d) to present procedural manuals and any necessary amendments to the Board of Regents for final approval.

Section 2. The Vice President for Academic Affairs. The Vice President for Academic

Affairs shall be appointed by the Board of Regents upon recommendation of the President and shall hold office at the discretion of the President. He is the senior executive officer under the President and replaces the President in the absence of the latter.

The Vice President for Academic Affairs is directly responsible to the President. On the basis of established policies of the college and under the supervision of the President, he has the following duties:

A. He shall lead the college faculty in continuing study and improvement of the academic program. He may convene meetings of the Administrative Committee at the direction of the President.

B. The Vice President for Academic Affairs gives encouragement and support to faculty as teachers, exercising leadership in the promotion of quality instruction, curricular development, and giving direction to the process of change and improvement in the curriculum.

C. In consultation with the college Academic Council, the academic departments, and student representatives, he shall take the initiative in adapting the curriculum to the aims of the college and the needs of the times. He shall approve all course offerings and faculty assignments and loads.

D. He shall chair regular meetings with department chairmen for consideration of academic functions.

E. In cooperation with the departmental chairmen and the Committee on Rank and Tenure acting as a faculty personnel policies committee, he shall annually review each faculty member's performance and recommend faculty hiring, retention, advance in rank, and dismissal to the President.

F. Assisted by the Vice President for Fiscal Affairs, he shall assemble the annual academic budget of the college and submit it to the President for his approval and that of the Board of Regents.

G. He shall serve as the chief representative of the academic area of the college on the Budget Committee.

H. He shall direct the Office for Experimental Programs and shall serve as a member of the Administrative Committee, Academic Affairs Council, Committee on Rank and Tenure, and Budget Committee.

I. He will be represented on the Admissions and Scholarship, Curriculum, and Library Committees by the Assistant to the Vice President for Academic Affairs.

J. He shall represent the college at meetings of learned societies and other public functions as assigned by the President.

K. He performs such other duties as assigned by the President.

Section 2A: The following academic offices report to the Office of the Vice President for Academic Affairs:

Assistant to the Vice President for Academic Affairs

The Assistant to the Vice President for Academic Affairs shall be appointed by the President and shall hold office at the discretion of the President. He shall be immediately responsible to the Vice President for Academic Affairs.

The Assistant to the Vice President for Academic Affairs shall have the responsibility for directing the day-to-day academic matters of sophomore, junior, and senior students. He shall be available to these students to assist them with such matters as course loads, withdrawals, registration changes, and academic counseling, and shall handle all correspondence relative to their academic programs. He shall call for consultation students placed upon academic probation and others experiencing academic difficulty. He shall act upon recommendations of faculty members pertaining to students. When deemed advisable, he shall contact parents concerning problems of students.

He shall represent the Academic Vice President on designated standing committees of the college as an "ex officio" member. He shall further assist the Academic Vice President as may be mutually satisfactory.

Dean of Freshmen

The Dean of Freshmen shall be appointed by the President and shall hold office at the discretion of the President. He shall be

immediately responsible to the Vice President for Academic Affairs.

The duties of the Dean of Freshmen shall include responsibility for the supervision and the administration of the academic life and needs of freshmen students. He shall compile the Freshman Manual each year, complete a first semester class schedule for each freshman, and conduct or coordinate the academic programs of Freshman Orientation. He shall advise freshmen about all degree and major programs of the college; counsel freshmen about the academic regulations of the college; and, when necessary or advisable, inform parents of these programs and regulations.

In relation to the faculty, he shall advise its members of curriculum needs of freshmen and develop with the faculty an academic counseling program for freshmen.

He shall be a member 'ex officio' of those standing committees of the college which are deemed appropriate by the Vice President for Academic Affairs and the President.

Director of Admissions

The Director of Admissions shall be appointed by the President and shall hold office at the discretion of the President. He shall be immediately responsible to the Vice President for Academic Affairs.

The Director of Admissions shall have the responsibility for the admission of all students. He shall handle all correspondence relative to admissions and arrange for visits and interviews of prospective students. He, with the counsel of the Committee on Admissions and Scholarships, shall act upon applications for

admission in accordance with the policies of the college. He shall furnish records and data to the Vice President for Academic Affairs, the Registrar, and such other persons and committees as from time to time shall be deemed appropriate.

The Director of Admissions shall be the Chairman of the Committee on Admissions and Scholarships and shall be a member of the Student Development Committee.

Registrar

The Registrar shall be appointed by the President and shall hold office at the discretion of the President. He shall be immediately responsible to the Vice President for Academic Affairs.

The Registrar shall have the responsibility for the registration of students, the coordination of class schedules, and the collection and recording of grades. As custodian of official academic records, the Registrar shall maintain cumulative records of all academic work toward degrees and shall supply to authorized persons official information concerning these records.

Librarian

The Librarian shall be appointed by the President and shall hold office at the discretion of the President. He shall be immediately responsible to the Vice President for Academic Affairs.

The Librarian shall be the administrative head of the college Library and shall be charged with the general supervision thereof. He shall purchase, catalog, and prepare for circulation all books and periodicals, and take reasonable

precautions for the preservation and safe-guarding of all books, documents, equipment, and other property.

The Librarian shall be the Chairman of the Library Committee.

Department Chairmen

The Department Chairmen shall be appointed by the President after consultation with the Vice President for Academic Affairs and the department faculty. The term of office of a chairman shall be for two years and may be extended for successive terms. The Chairman may be removed at any time by the President. The Chairman shall be immediately responsible to the Vice President for Academic Affairs.

The Chairman shall be the administrative head of his department. It shall be his primary responsibility to plan, develop, and maintain an outstanding faculty; to ensure, in consultation and cooperation with the department faculty, the excellence of the courses of study; to determine which courses constitute the major sequence.

It shall be the duty of the Department Chairman:

(a) to make initial recommendations for appointments, promotions, and tenure commitments.

(b) to determine course offerings and assign faculty after consultation with the department members and the Vice President for Academic Affairs.

(c) to meet with the department faculty at least three times each semester to consider

suggestions for improvement and more efficient operation of the department.

(d) to ensure the registration, consultation, and guidance of students majoring in the department.

(e) to prepare, submit, and supervise the annual departmental budget.

(f) to maintain files with pertinent data of all department faculty and majors.

Section 3. The Vice President for Student Affairs. The Vice President for Student Affairs shall be appointed by the Board of Regents upon recommendation of the President and shall hold office at the discretion of the President. He shall be responsible to the President for the administration and supervision of the following areas of student life: Counseling, Career Development, Health Services, Residence Halls, Student Government, Student Activities, and Recreational and Athletic Programs. He shall integrate and coordinate the work of the administrative sub-divisions within his area of jurisdiction, and coordinate these with other areas of college activity. He shall be a member of the Student Affairs Council, the College Budget Committee, and shall serve as Chairman of the Student Publications Committee. He shall also be a member of the Student Life Committee of the Board of Regents and its Secretary.

It shall be the duty of the Vice President for Student Affairs:

(a) to develop through shared thinking with other members of the Office of Student Affairs, the philosophy and policies of a

student personnel program appropriate to Saint Mary's College and to coordinate and implement that program.

(b) to recommend to the President appointment of the members of his professional staff.

(c) to coordinate activities and programs of the Office of Student Affairs with other functional divisions of the College, i.e., Public Relations, Academic Affairs and Business Affairs.

(d) to supervise the Student Handbook, College Yearbook and other publications and announcements of the Office of Student Affairs.

(e) to develop in all co-curricular aspects of student life an environment conducive to the personal, intellectual and social growth of students.

THE GOVERNANCE OF THE COLLEGE

Section 4. The Vice President for Fiscal Affairs. The Vice President for Fiscal Affairs shall be appointed by the Board of Regents upon recommendation of the President and shall hold office at the discretion of the President. He shall be responsible to the President for the supervision of the fiscal affairs of the college, for the operation and maintenance of college facilities and the auxiliary services of the college, and for the planning of all campus facilities. He shall be the chairman of the Budget Committee. He shall also be a member of the Committee on Finance and Budget of the Board of Regents and its secretary.

It shall be the duty of the Vice President for Fiscal Affairs:

(a) to provide periodic financial reports for presentation to the Board by the President and such other reports as may be requested from time to time.

(b) to establish, coordinate, and maintain, through authorized management, an integrated plan for the control of operations; to measure performance against approved operating plans and report and interpret on a timely basis the results of financial operation to all levels of management.

(c) to aid the President in the preparation of the annual budget.

(d) to supervice all requisitions and purchases over a predetermined amount involving the expenditure of money within the limits of the annual budget.

(e) to see that all legal documents are properly executed.

(f) to manage all college property and keep an inventory of the same.

(g) to act in an advisory capacity for investment of college funds and the custodianship thereof.

(h) to appoint, with the approval of the President, such assistants as he needs to carry on his duties.

Section 5. The Vice President for Public Relations and Development. The Vice President for Public Relations and Development shall be appointed by the Board of Regents upon recommendation of the President and shall hold office at the discretion of the President. He shall supervise and keep the President informed of

their progress. It shall be his primary responsibility to promote good relations with Saint Mary's external publics. He shall be the chairman of the Student Development Committee. He shall be secretary of the Parents Council Board of Directors. He shall also be a member of the Development Committee of the Board of Regents and its secretary.

It shall be the duty of the Vice President for Public Relations and Development:

(a) to assume responsibility for the college's fund raising activities among alumnae, friends, corporations, and the philanthropic foundations.

(b) to formulate programs in public relations, development, and alumnae affairs commensurate with the college's mission.

(c) to assist the President in planning the physical growth and development of the college.

(d) to represent the college at certain designated functions or at the request of the President.

(e) to coordinate the activities of the Parents Council Board of Directors into college programs, development, and growth plans.

(f) to appoint, with the approval of the President, such assistants as he needs to carry on his duties.

ARTICLE III

Councils and Standing Committees

Saint Mary's College is administered under a system of college councils and committees. All college councils and committees shall have members from all components of the college; administration, faculty, and student body. Membership shall be designated in this manual. Procedures for selection of faculty and student representatives and their term of office are set forth in the Faculty Manual and Student Manual.

College councils act upon reports from standing committees of the college. Council decisions are subject to veto by the President. The President shall be chairman of the college council.

A standing committee of the college may initiate proposals, or act upon proposals suggested to it by any member of the academic community, and shall make recommendations in its respective council for action.

Section I. Academic Affairs Council. The Academic Affairs Council shall consist of the President, the Vice President for Academic Affairs, the Dean of Freshmen, four faculty members, and two students. The Vice President for Academic Affairs shall prepare the agenda and serve as Executive Secretary.

The Council assists the President in determining academic policy and accepts reports from standing committees and the Faculty Assembly for final action.

The standing committees of the Academic Affairs Councils are:

(a) Academic Standards Committee

The committee shall consist of the

Vice President for Academic Affairs, as chairman, the Assistant to the Vice for Academic Affairs, the Dean of Freshmen, the Director of Admissions, the Assistant to the Vice President for Student Affairs, six faculty members, and two students. The Registrar shall serve as a resource person.

The Committee shall formulate and administer policies relating to the academic status of students and shall supervise special academic programs of the college.

(b) Curriculum Committee

The Committee shall consist of the Assistant to the Vice President for Academic Affairs, the Dean of Freshmen, a faculty member representing each of the six curriculum areas of the college, and two students. The chairman shall be elected from among the faculty members by the members of the Committee.

The Committee shall study and evaluate the curricula of the college, and shall recommend changes to the Academic Affairs Council.

(c) Library Committee

The Committee shall consist of the Head Librarian, as chairman, the Assistant to the Vice President for Academic Affairs, six faculty members, at least one of whom shall be an Assistant Librarian, and two students.

The Committee shall assist the

Librarian in the formulation of library policy and in the development of the library.

(d) Teacher Education Committee

The Committee shall consist of the Department of Education, two members from the education staff, a faculty representative from each department participating in the teacher education program, and two students who participate in the teacher education programs. The chairman shall be elected from among the faculty members on the Committee.

The Committee shall review the teacher education curricula, determine the criteria and selection of candidates for the professional programs, and make recommendations for the total commitment of the college to the teacher education program.

(e) Admissions and Scholarship Committee

The Committee shall consist of the Director of Admissions, as chairman, the Assistant to the Vice President for Academic Affairs, the Assistant to the Vice President for Student Affairs, the Dean of Freshmen, the Director of Financial Aid, five faculty members, and two students. The Chief Accountant, though not a member, shall serve as a resource person. Meetings called for evaluation of specific applicants or financial consideration of individual students will not be open to student members.

The Committee shall, in accordance with the policies of the college, assist the Director of Admissions in accepting or rejecting applicants, and in the awarding of scholarships. It shall study and recommend revisions of the admission and scholarship policies of the college.

(f) Cultural Affairs Committee

The Committee shall consist of the Director of Programming, as chairman, the Assistant to the Vice President for Student Affairs, the Director of Public Information, seven faculty members and two students.

The Committee shall make proposals for activities which contribute to the cultural life of the college community, and arrange for artists, lecturers, program, and other events.

Section 2. Student Affairs Council. The Student Affairs Council shall consist of the President as Chairman, the Vice President for Student Affairs, the Assistant to the Vice President for Student Affairs, two faculty members, the President of Student Government, and the student Vice President for Student Affairs and one other student representative.

The Council assists the President in determining matters which affect student life and accepts reports from standing committees and the student government for final action.

The standing committees of the Student Affairs Council are:

(a) Committee on Student Affairs

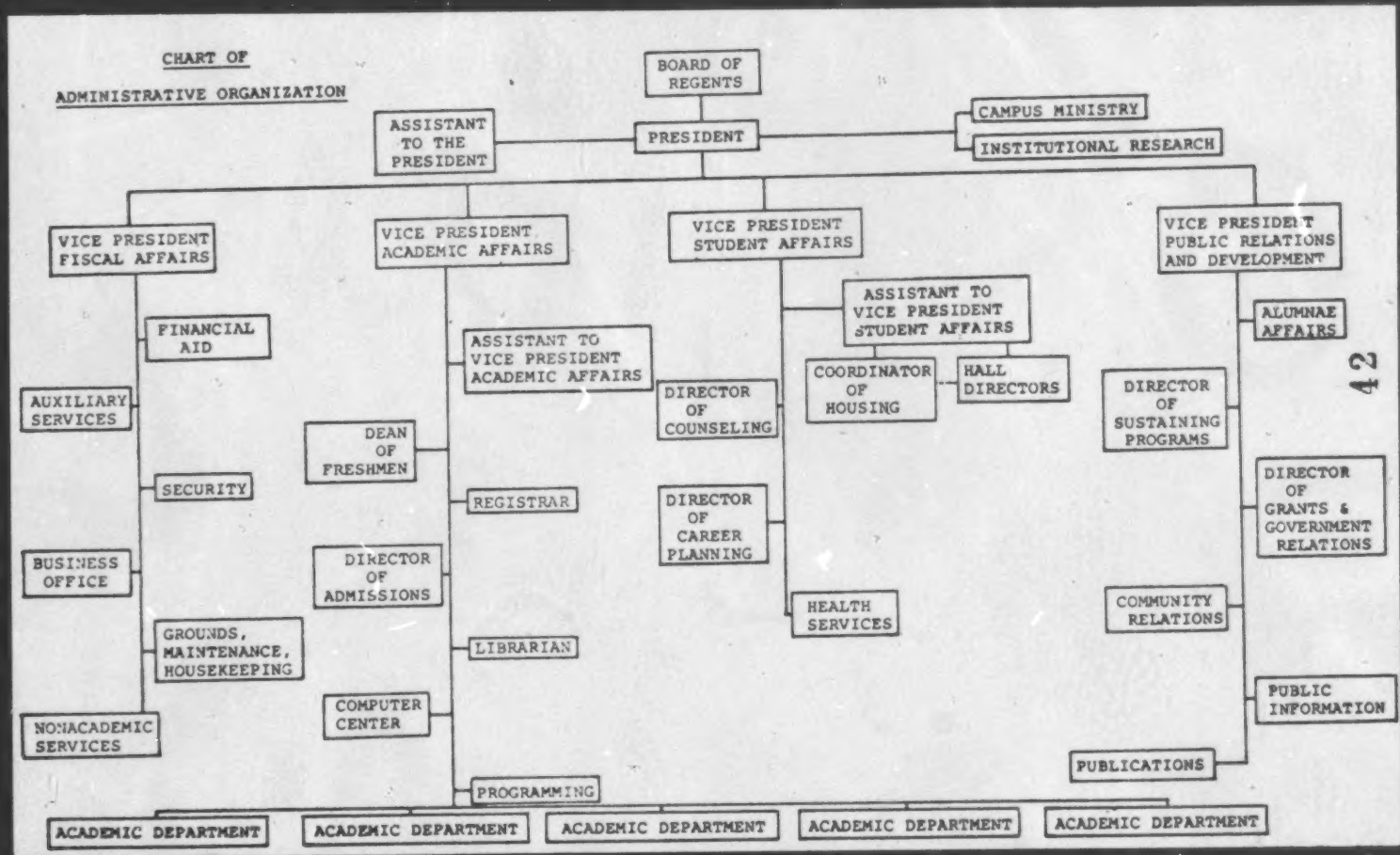
CHART OF
ADMINISTRATIVE ORGANIZATION
BOARD OF REGENTS
PRESIDENT
ASSISTANT TO THE PRESIDENT
CAMPUS MINISTRY
INSTITUTIONAL RESEARCH
VICE PRESIDENT FISCAL AFFAIRS
VICE PRESIDENT ACADEMIC AFFAIRS
VICE PRESIDENT STUDENT AFFAIRS
VICE PRESIDENT PUBLIC RELATIONS AND DEVELOPMENT
FINANCIAL AID
AUXILIARY SERVICES
SECURITY
BUSINESS OFFICE
GROUNDS, MAINTENANCE, HOUSEKEEPING
NONACADEMIC SERVICES
ASSISTANT TO VICE PRESIDENT ACADEMIC AFFAIRS
DEAN OF FRESHMEN
REGISTRAR
DIRECTOR OF ADMISSIONS
LIBRARIAN
COMPUTER CENTER
PROGRAMMING
DIRECTOR OF COUNSELING
DIRECTOR OF CAREER PLANNING
ASSISTANT TO VICE PRESIDENT STUDENT AFFAIRS
COORDINATOR OF HOUSING
HALL DIRECTORS
HEALTH SERVICES
ALUMNAE AFFAIRS
DIRECTOR OF SUSTAINING PROGRAMS
DIRECTOR OF GRANTS & GOVERNMENT RELATIONS
COMMUNITY RELATIONS
PUBLIC INFORMATION
PUBLICATIONS
ACADEMIC DEPARTMENT
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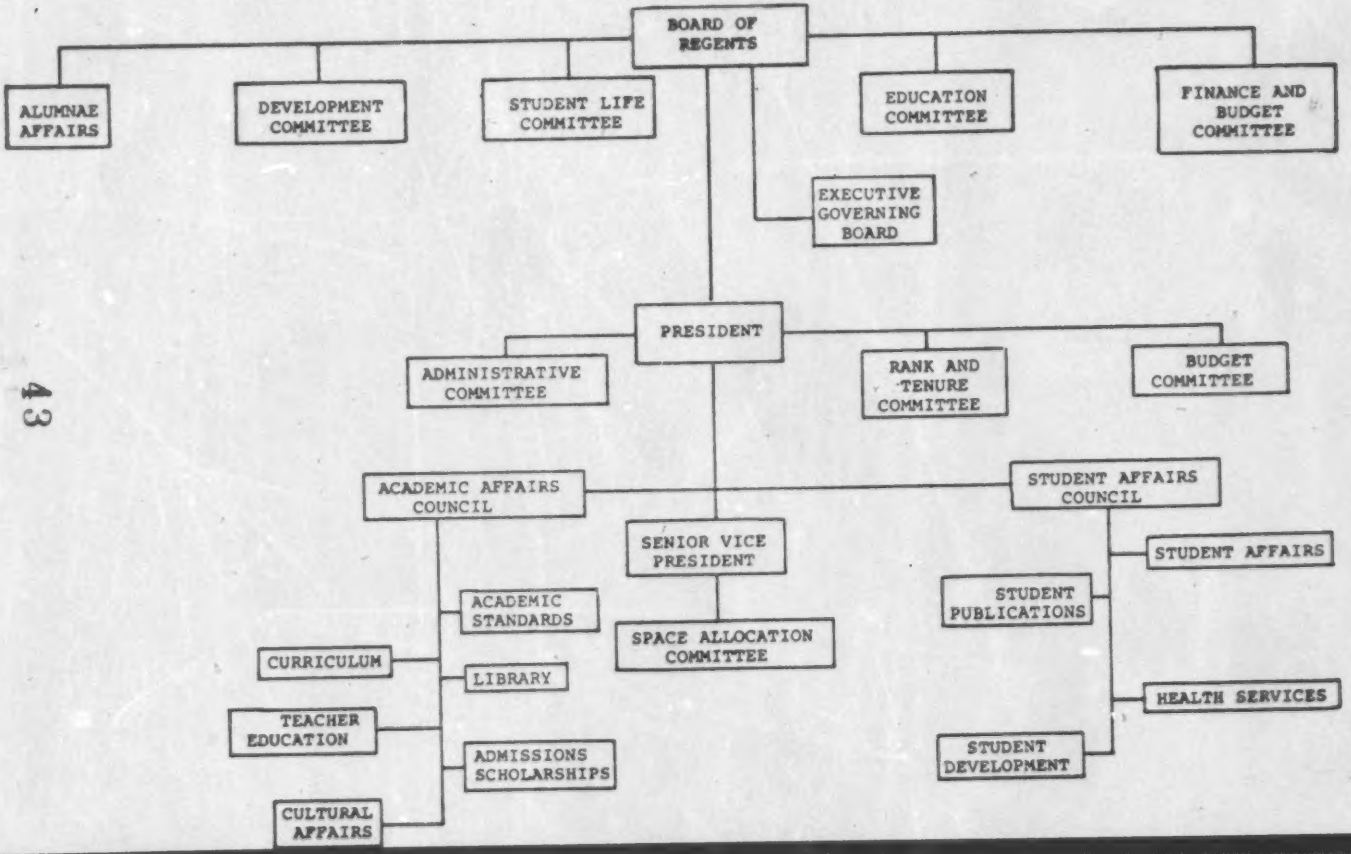
CHART OF COUNCILS AND COMMITTEES



The Committee shall consist of the Assistant to the Vice President for Student Affairs and two other members of the Student Affairs staff, selected by the Vice President for Student Affairs, three faculty members, a member of the Campus Ministry, and eleven students as provided for in the Student Procedural Manual. The chairman shall be elected from among the members by a majority vote of the entire Committee.

The Committee shall consider those matters which pertain to student welfare, rights and responsibilities.

(b) Committee on Student Publications

The Committee shall consist of the Vice President for Student Affairs, as chairman, the Director of Publications, two faculty members, the student editors of the Blue Mantle and Chimes and one professional journalist.

The Committee shall be responsible for the supervision of student publications and for policy and budget recommendations concerning all student publications.

(c) Health Services Committee

The Committee shall consist of the Assistant to the Vice President for Student Affairs as Chairman, the Director of Health Services, the Director of Counseling, two faculty members, one representative from

Campus Ministry and six students.

The Committee shall be responsible for the study of the health needs of the students. It shall recommend implementation of programs to serve the physical and psycho-social needs of students.

(d) Student Development Committee

The Committee shall consist of the Vice President for Public Relations and Development, as chairman, the Directors of Admissions and Alumnae, two faculty members, the Student Development Commissioner, the four class Vice Presidents and one day student.

The Committee is responsible for student assistance in the areas of public relations and development of the college.

Section 3. Presidential Committees

The following committees report directly to the President:

(a) Administrative Committee. The Committee shall consist of the President and Vice Presidents of the college. The Senior Vice President shall prepare the agenda and serve as the Executive Secretary.

The Committee's primary functions are to assure coordination among the administrative officers and to serve in an advisory capacity to the President.

(b) Committee on Academic Rank and Tenure

The Committee shall consist of the Vice President for Academic Affairs, one administrative member appointed by the President, three tenured faculty members above the rank of Assistant Professor. One of the faculty members shall be elected by the Committee to serve as chairman.

The Committee shall review the status of each member being considered for promotion and/or tenure according to the criteria stated in Faculty Manual and procedures approved by the President. The Committee shall make its confidential recommendations directly to the President.

(c) Budget Committee

The Committee shall consist of the President and Vice Presidents of the college. The Vice President for Fiscal Affairs shall serve as Chairman. Any change in student or academic fees or expenditures must be referred to this committee for appropriate action.

The Vice Presidents shall be responsible for the preparation of the proposed budgets from each department under their jurisdiction. The Committee shall review the total college budget and submit the proposed budget to the President in advance of the winter meeting of the Committee on Finance and Budget of the Board of Regents.

Section 4. Vice Presidential Committee

(a) Space Allocation Committee. The Committee shall consist of the Vice President for Academic Affairs as chairman, the Vice President for Fiscal Affairs, the Assistant to the Vice President for Academic Affairs, the Vice President for Student Affairs, the Director of Purchasing, the Registrar, four faculty members chosen by the faculty assembly, and two students appointed by student government.

The Committee shall keep itself informed of space utilization in all college facilities, make suggestions for more efficient use of college facilities, and consider and make recommendations on proposals or requests from authorized personnel for possible change in the present use of facilities and/or the assignment of newly available space.

Section 5. Ad Hoc Committees

Ad Hoc Committees may be appointed by the President or the college Councils and Committees as may from time to time be deemed necessary.

ARTICLE IV

Amendments

Amendment or repeal of this Manual is subject to approval by the Board of Regents. Before proposing such amendment or repeal to the Board of Regents, the President shall consult with the Administrative Officers and the

tenured faculty.

FACULTY MANUAL

THE FACULTY

Section I. Membership. The faculty shall consist of those officers of administration who are ranked within a department, professors, associate professors, assistant professors, instructors, and professional librarians.

Section 2. Responsibilities of the Teaching Faculty. "The basis functions of a college or university are to preserve, augment, criticize and transmit knowledge and to foster creative enterprises These functions are performed by a community of scholars.."

A faculty member, as a member of such a community, acknowledges his obligation to make an effective contribution to these ends.

Recognition by the college is accorded to a faculty member on the basis of his contributions in the following areas:

A. INSTRUCTIONAL AND SCHOLARSHIP RESPONSIBILITIES

The primary responsibility of the faculty member is to seek and to state the truth as he sees it and to teach effectively.

Beyond the responsibility of maintaining a sound level of instruction, the faculty member is expected to cultivate and to improve his scholarly competence. This may be demonstrated by scholarly inquiry as encompassed in published research, artistic production, or, in certain fields, distinguished performance, or participation in creative

activity.

B. RESPONSIBILITIES IN COLLEGE GOVERNMENT

The faculty plays an important role in the administration of the college in formulating its policies and procedures.

The college accepts the "Statement on Government of Colleges and Universities" jointly formulated by the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges, and published in the Winter, 1966, issue of the AAUP Bulletin, and acknowledges its indebtedness to this statement in the formulation of the following three paragraphs.

The full-time teaching faculty has primary* responsibility for such fundamental areas as admissions, curriculum, subject matter and methods of instruction, research, faculty status and related matters, and those aspects of student life which relate to the educational process.

On these matters the power of review or final decision, lodged in the Board of Regents and delegated by it to the President, is exercised adversely only in exceptional circumstances, and for reasons communicated to the teaching faculty in writing. Thereafter, the teaching faculty has the right of further consideration and further transmittal of its view to the President or the Board of Regents.

*CF Article III, Bylaws of the Board of Regents, Saint Mary's College, Notre Dame, Indiana.

The teaching faculty participates with the Board and/or the President in determining long-range plans for the college, selection of the President and other chief academic officers, major changes in the size and/or composition of the student body, decisions regarding buildings and other facilities to be used in the educational work of the college, allocation of finances among competing demands, policies and procedures relative to salary and ancillary benefits of the teaching faculty, and structures and procedures for faculty participation in college government.

An individual member of the teaching faculty carries out his responsibilities to college government as a member of the Faculty Assembly and as a participant of college councils and committees.

The Faculty Assembly is organized to furnish an ordered structure for the teaching faculty as a body to carry out its responsibilities. The Faculty Assembly consists of those persons who hold in the college the academic rank of instructor or higher, and the professional librarians of the college, but does not include persons who hold an administrative position higher than that of department chairman. Committees of the Assembly are an Executive Committee, Faculty Affairs Committee, Committee on the Professional Welfare

of the Faculty and Nominating Committee. Ad hoc committees may be appointed to deal with specific issues.

C. PROFESSIONAL AND PUBLIC RESPONSIBILITIES

As a member of a learned profession, the teacher is expected to hold membership in appropriate professional societies and to participate actively in them. As a member of his community, he has the obligation of any citizen. He measures the urgency of these professional and public obligations in the light of his responsibilities to his subject, to his students, and to his college.

The college encourages attendance at and participation in meetings of learned societies in the belief that both the college and the individual member concerned derive benefits therefrom. The following policies have been adopted with reference to attendance.

Every member of the faculty is entitled to an expense allowance for one professional meeting a year, with the approval of the department chairman and the Vice President for Academic Affairs. All expenses are paid by the college if the faculty member participates actively in the program (e.g. by delivering a paper); half the expenses are paid for attendance at an approved meeting. If a faculty member attends a professional meeting as an officer of the college, designa-

ted by the President to represent the college or recruit faculty, all expenses are paid by the college. The necessary arrangements due to one's absence must be made with the department chairman. A written report is submitted to the President and the Academic Dean. An expense form is filled out in the Business Office within a week of one's return. (See form in Appendix). Expense stubs should be attached to the form. In drawing up the annual budget for the department, the chairman should include estimated expenses for travel by members of his staff.

Section 3. Qualifications for Appointment and Promotion. Every faculty member is expected to play an active role in the intellectual life of the college. The principal qualifications for appointment, promotion and/or tenure are teaching ability and the conduct of academic research or its professional equivalent. Other criteria are: professional experience, ability to counsel students, active and imaginative participation in college government, participation in professional activities, contributions to public service.

Promotion in rank is not automatic. Promotion results from merit on the part of the individual faculty member and from the desire of the college to recognize excellence of performance.

The following policies will prevail under ordinary circumstances in matters of appointment and promotion:

NON-FACULTY RANK

A person who has at least the qualifica-

tions listed under Instructor and who is designated as a part-time member in his current letter of appointment is designated "Lecturer" or "Adjunct". Such a person does not have faculty rank.

FACULTY RANK

Instructor

Appointment to the rank of Instructor requires an appropriate academic degree or the standard accepted equivalent and the promise of teaching ability. No one shall hold the rank of Instructor for more than five years.

Assistant Professor

A person may be appointed to the rank of Assistant Professor if he has an earned doctorate or its recognized equivalent in his teaching area.

A person may be promoted to the rank of Assistant Professor if:

1. He has an earned doctorate or its recognized equivalent in his teaching area; or

2. He has proved himself to be a superior teacher for four years as a full-time faculty member at an institution of higher learning; or

3. He has achieved public recognition in his discipline, either through publication of the results of his academic research, or its professional equivalent in his field, together with promise or competence as a teacher.

Associate Professor

A person may be promoted or appointed to the rank of Associate Professor if:

1. He has an earned doctorate or its recognized equivalent in his teaching area; and

2. He has taught effectively for three years as a full-time faculty member at the rank of Assistant Professor in this or any other institution of higher learning; and

3. He has achieved public recognition in his discipline, either through publication of the results of his academic research or its professional equivalent in his field.

Professor

The Professor should possess the qualifications required for appointment as Associate Professor and beyond these should have gained widespread recognition for extraordinary teaching ability and for his contribution to a field of knowledge.

Section 4. Academic Freedom and Tenure. Academic freedom, tenure, and dismissal proceedings shall be in accordance with the 1940 and 1958 Statements by the Commission on Academic Freedom and Academic Tenure as endorsed by the Association of American Colleges and the American Association of University Professors.

A. ACADEMIC FREEDOM

The teacher is entitled to full freedom in research and in the publication

of the results, subject to the adequate performance of his other academic duties, but research for pecuniary return must be based upon an understanding with the college administration.

The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. He is expected to exercise care in his own subject so that hypotheses, theories, and opinions are presented as such, and not as facts. Saint Mary's College is a Roman Catholic institution. While members of its faculty are free to present and discuss positions contrary to the defined position of the Church, they are expected to respect its position.

The college teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

B. TENURE

Tenure, which is a permanent commitment by Saint Mary's College and by the faculty member until retirement, is granted after a probationary period which will not exceed seven years.

If, after a probationary period of more than three years in one or more institutions, a teacher is employed by Saint Mary's College, it may be agreed in writing that the new appointment is for a probationary period of not more than four years, even though the total probationary period is extended beyond the normal maximum of seven years. Eligibility for tenure may begin with the appointment to the rank of full-time instructor or to a higher rank.

The position of clerics or religious faculty is subject to those modifications which have been mutually agreed upon in their appointment to the faculty of Saint Mary's College.

Discontinuance of one of its academic divisions by the college, or extraordinary financial emergencies, may oblige the college to terminate the services of those enjoying tenure. Termination of a permanent appointment should be sought only as a last resort, after every effort has been made to meet the need in other ways and to find for the teacher other employment in the institution. In the case of a tenured faculty member, such an appointment is terminable by the college after not less than twelve months' notice to the faculty member or one full year's salary in lieu thereof.

If a tenure appointment is terminated because of a financial emergency, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and has declined.

Except for the circumstances described in the above paragraphs, a faculty member with tenure may be dismissed only for serious cause. Specification of serious cause and procedures for establishing serious cause are defined in Section 5, Part C.

Section 5. Termination of Service.

A. NON-RENEWAL LETTERS

The services of a faculty member without tenure may be discontinued at the end of the contract period.

In cases of non-renewal in which the AAUP recommends a six months notice be given to the faculty member (a faculty member in his second year), such notification will be sent by the Vice President for Academic Affairs to the faculty member by December 15. In cases of non-renewal in which the AAUP recommends a three months' notice to the faculty member (a faculty member in his first year), and in cases of non-renewal in which the AAUP recommends a one-year notice to the faculty member (a faculty member in his third through sixth year), such notification shall normally be sent to the faculty at the time contracts are issued by the College.

If a non-tenured member alleges that a decision for non-renewal resulted from considerations violating academic freedom, his allegations shall be given preliminary consideration by the following committee: his department chairman, one other member of his department designated by himself, the chairman of the Committee on Faculty Affairs. If this group finds probable cause for the faculty member's allegation, the matter shall be heard as set forth in the section on Dismissal for Serious Cause, except that the burden of proof rests with the faculty member.

B. RESIGNATION

Resignation is the termination of services by voluntary action of the faculty member. If a member of the faculty desires to terminate an existing appointment or to decline a renewal, he shall give notice in writing by March 1. A faculty member may properly request a waiver of this requirement in case of hardship or a situation where he would otherwise be denied substantial professional advancement. Resignation may also be negotiated by the college, when it takes the initiative, offering the faculty member the choice of submitting his resignation in lieu of dismissal in order to protect his professional reputation and status.

C. DISMISSAL FOR SERIOUS CAUSE

1. Definition of Serious Cause

The college reserves the right to

terminate services of any member of the faculty for serious cause. Dismissal for serious cause may be justified by demonstrating professional incompetence, gross neglect of professional responsibilities, conviction of a felony, continual serious disrespect or disregard for the Catholic character of this institution, or notorious and public scandal.

2. Procedures for Establishing Serious Cause for Dismissal

If it is necessary to consider the termination of the services of a faculty member for serious cause, formal proceedings shall be conducted according to the procedural recommendations contained in the "Statement on Procedural Standards in Faculty Dismissal Proceedings", AAUP Bulletin, XLIV (1958) 272-274.

Extracts from this Statement, as related to dismissal procedures at Saint Mary's College are as follows: Before formal charges are brought against a member of the faculty, the President will appoint the Vice President for Academic Affairs and one tenured member from the Faculty Assembly to attempt conciliation in privacy. If conciliation fails, the Faculty Assembly will elect an ad hoc committee charged with rendering confidential advice, to inquire informally into the situation, to effect an adjustment, if

possible, and if none is effected, to determine whether in its view formal proceedings to consider the dismissal should be instituted.

The formal proceedings should be commenced by a communication addressed to the faculty member by the President, informing the faculty member of the charges against him, and informing him that, if he so requests, a hearing to determine whether he should be removed from his faculty position on the grounds stated will be conducted by a committee of five tenured faculty members elected by the Faculty Assembly. This committee will elect its own chairman and will choose a specified time and place. In setting the date, the committee will allow the faculty member sufficient time to prepare his defense. At the hearing, the faculty member has the right to counsel, to confront and question all witnesses adverse to him, and to present witnesses on his own behalf. A full stenographic report of the hearing is taken and is made available to all concerned. The Hearing Committee presents its findings and decision in writing to the President and to the faculty member. The decision of the Hearing Committee should either be sustained by the President or the proceeding be returned to the Committee with objections specified. Only after study of the Committee's reconsideration should the President make a final decision overruling

the Committee. Until the final decision on the termination of an appointment has been reached, the faculty member will be suspended only if immediate harm to himself or others is threatened by his continuance. If the appointment is terminated for reasons not involving moral turpitude, the faculty member should receive his salary for at least one year from the date of notification of dismissal whether or not he is continued in his duties at the college.

Section 6. Retirement. Tenure ceases for faculty members at Saint Mary's College at sixty-five (65) years of age. Retirement will ordinarily occur at the end of the academic year in which the faculty member becomes 65. For this purpose only the academic year will be considered as extending from September 1 through July 1.

Circumstances may delay retirement. Continued evidence of instructional excellence and good health, together with instructional needs, will be the governing factors. Generally retirees will be employed only on a part-time basis and on one-year extensions of contract.

A faculty member may be retired by the college at an earlier age than 65 only because of demonstrably bona fide disability. Any member wishing to contest premature retirement has the right to call for the same procedures as listed under Dismissal for Serious Cause.

N.B. Accepted as a working document by the Board of Regents, June 14, 1975, subject to final approval when manual is completed.

ADMINISTRATIVE PROCEDURES MANUAL

The following operating procedures will be in effect until manual revisions have been completed and submitted to the Board of Regents for approval.

Section I. Appointments.

(a) Criteria for appointment. The appointment of a member of the faculty is based on a careful evaluation of the individual's intellectual ability, evidence of effective teaching or the potential thereof, service to the community, research, professional standing, evidence of professional training and growth, and personal qualities (relative to the special institutional character and objectives of Saint Mary's College). (See Section 3 (page 30) of Governance Manual for more detail.)

(b) Position approval. By November 15, the Department Chairman reports to the Vice President for Academic Affairs in writing the anticipated faculty vacancies and other staffing recommendations of the Department for the following academic year. Each position must include detailed justification. This information is reviewed by the Vice Presidents and the President. By December 15, approval, modification, or disapproval of such plans is indicated in writing to the Department by the Vice President for Academic Affairs. It is the prerogative of the Department to ask the administration to review adverse decisions.

(c) Nominee approval. The recommendation for filling the approved position normally originates in the Department. Faculty vacancies should be filled between December 15 and April 15.

The Chairman of the Department sends credentials of the candidate (including transcripts and at least three letters of recommendation) and the recommendation of the Department to the Vice President for Academic Affairs who consults with the President. Together they (chairman, Vice President for Academic Affairs, President) determine if the applicant may be invited to the campus for interviews.

The applicant may then be invited by the Chairman to visit the campus with the understanding that he will be reimbursed for his travel expenses as follows:

1. Airline transportation, tourist class.

2. Automobile transportation at the rate of 12¢ per mile may be approved.

3. The Department Chairman is to secure housing for the candidate on campus (through the Coordinator of Housing) whenever such is available and arrange for meals through the campus food service.

4. Receipts must be presented for each item.

The Chairman will arrange for the candidate to be interviewed by all members of the Department. In addition the Chairman will make arrangements for the candidate to be interviewed by the Vice President for Academic Affairs.

The Chairman will then forward the recommendation of the Department to the Vice President for Academic Affairs and consult with the Vice President and the President to determine whether an appointment can be offered. Should it be decided that an appointment will be offer-

ed, the Vice President for Academic Affairs will invite the applicant to join the faculty of Saint Mary's College.

The appointment letter from the Vice President for Academic Affairs shall state the offered title, the offered salary, the contracted time, the years of previous teaching experience, if any, applied toward tenure at Saint Mary's College, the TIAA-CREF participation status of the applicant, and provisions, if any, for reimbursement of moving expenses. All terms of the contract shall be calculated with the knowledge and consent of the Department Chairman. A time limit of two weeks shall ordinarily be given to the applicant to accept or decline the offer.

If the appointment is accepted by the applicant, the Vice President for Academic Affairs shall notify the Chairman, the Controller, and the Personnel Office of the financial arrangements made with the appointee.

Section 2. Recommendation for Renewal or Non-Renewal of Appointment for Non-Tenured Faculty.

The Department Chairman shall consult with tenured members of the department in determining recommendations for renewal or non-renewal of appointments of non-tenured faculty members and present these in writing to the Vice President for Academic Affairs by November 15. Reasons for the recommendations shall be included in the statement to the Vice President for Academic Affairs who will review each case with the President. Their decision will be given to the Department Chairman by December 1.

Section 3. Notification to Non-Tenured Faculty of Non-Renewal of Contract.

In cases of non-renewal in which the AAUP recommends a six month's notice be given to the faculty member (a faculty member in his second year), such notification will be sent by the Vice President for Academic Affairs to the faculty member by December 15. In cases of non-renewal in which the AAUP recommends a three month's notice to the faculty member (a faculty member in his first year), and in cases on non-renewal in which the AAUP recommends a one-year notice to the faculty member (a faculty member in his third through sixth year), such notification shall normally be sent to the faculty at the time contracts are issued by the college.

Section 4. Contracts for Faculty.

Contracts for non-tenured faculty will be issued by the Vice President for Academic Affairs approximately two weeks following the winter meeting of the Board of Regents. The Vice President for Academic Affairs shall also notify the tenured faculty at this same time of their salaries for the following academic year.

The Department Chairman shall send to the Vice President for Academic Affairs his recommendations for salary increases within his department -- such recommendations being based on budget information supplied him by the Vice President for Academic Affairs, the individual's effective teaching, research activity, community service, and college committee work. The Vice President for Academic Affairs shall consult with the President and determine increases considering, in addition to these factors, overall college faculty strengths, and available monies, and the equitable distribution of monies.

In the case of any alterations in a department's recommendations, such actions will be communicated to the Chairman.

The proposed faculty salary and fringe benefit budget will be presented to the Budget Committee by the Vice President for Academic Affairs at the winter meeting each year.

Section 5. Promotions.

Academic rank promotions at Saint Mary's College normally originate with the department, although they may be initiated by the faculty member himself, a colleague, or by an administrator. Recommendations are made to the Rank and Tenure Committee which, in turn, evaluates these recommendations and gives its recommendations to the President of the college.

The Rank and Tenure Committee establishes its procedure and schedules meetings with each department of the college between October 15 and December 15. The Rank and Tenure Committee gives the Department Chairman instructions as to materials which are to be presented to the Committee and other pertinent information.

The Rank and Tenure Committee shall report its recommendations for promotion to the President of the college by January 1.

The President shall communicate to the Vice President for Academic Affairs of the college his decisions no later than February 1. At this time he shall also notify the Department Chairman in each instance when a promotion has been approved or denied. Faculty members promoted shall receive notification of this fact in their contracts.

Public announcement of the promotions of the college will be made at the annual Presidential banquet.

Section 6. Tenure.

Recommendations are made by the department to the Rank and Tenure Committee which, in turn, evaluates these recommendations and gives its recommendations to the President of the college. The Rank and Tenure Committee establishes its procedures and schedules meetings with each department of the college between October 15 and December 15. The Rank and Tenure Committee gives each Department Chairman instructions as to materials and other pertinent information which are to be presented to the Committee.

The Rank and Tenure Committee shall give its recommendations for tenure to the President of the college by January 1.

The President shall communicate to the Vice President for Academic Affairs of the college his decision no later than February 1. At this time he should also notify the Department Chairman in each instance when tenure has been approved or denied.

In cases where the decision has been made to award tenure the faculty member shall be notified in writing by the Vice President for Academic Affairs at the time the next annual contract is offered.

Faculty who are denied tenure and who wish to appeal the decision must submit their appeal to the President in writing before the end of the semester in which they are notified of the denial of tenure.

Section 7. Retirement.

Tenure ceases for faculty members at Saint Mary's College at sixty-five (65) years of age. Retirement will ordinarily occur at the end of

the academic year in which the faculty member becomes 65. For this purpose only the academic year will be considered as extending from September 1 through July 1.

Circumstances may delay retirement. Continued evidence of instructional excellence and good health, together with instructional needs, will be the governing factors. Generally retirees will be employed only on a part-time basis. In order to secure an exemption from the usual policy of retirement the following procedures should be followed. After consultation with the department, the Chairman petitions in writing the Vice President for Academic Affairs by November 15 for a one-year extension of the faculty member's contract, giving reasons for the request. The Vice President for Academic Affairs consults the President. By December 15 the Department Chairman shall be informed of their decision.

Retiring faculty members are recognized for their services at the annual Presidential banquet. The titles of Associate Professor Emeritus and Professor Emeritus will be granted to those retiring at the rank of Associate Professor and Professor.

Section 8. Sabbatical Leaves.

The sabbatical leave program makes it possible for members of the teaching faculty to take time from normal academic duties to engage in activities of professional value otherwise not possible. The college recognizes that the long-term values of a sabbatical leave program outweigh any short-term disadvantages to students, instructional programs, and purposes of the college.

A faculty member is eligible for a sabbati-

cal leave after six years of service to the college with academic rank.

It is the responsibility of the Department Chairman to anticipate requests for sabbaticals by including in the department budget information concerning the sabbatical status of his members. For this reason a faculty member desiring a sabbatical should so indicate his intention to his Chairman prior to the date of submission of the annual budget.

The faculty member should submit his formal request no later than November 15 for a sabbatical leave to be granted for the following academic year. Together with his request he should outline in detail his proposed activity during the leave period. After consultation with the department concerning the value of the proposed activity the Chairman will forward his and the department's evaluation to the Vice President for Academic Affairs by December 1. At the same time the Chairman should indicate the approximate cost of the sabbatical in terms of replacement or by what means the usual courses will be offered without a replacement.

The Vice President for Academic Affairs together with the President shall review the request and evaluations. The judgment concerning the granting of the request shall be based on the merits of the proposed activity and budget considerations. No more than 10% of the tenured faculty may be awarded sabbatical leaves in any one academic year. The President shall inform the applicant of the decision by December 15.

The sabbatical leave entitles a faculty member to his full salary for one semester or one-half of his salary for full-year sabbatical leave. The sabbatical leave also provides

faculty members with the opportunity to continue their participation in the fringe benefit programs of the college on the same terms in effect during the previous year.

The faculty member assumes the obligation of presenting in full a report to the Vice President for Academic Affairs and his chairman as to the results of his sabbatical leave activities. This report shall be filed within six months of the end of the leave.

The faculty member is not eligible for an additional sabbatical leave until a period of six years has elapsed.

Section 9. Absences with Salary.

Short absences of faculty members for personal business, illness, jury duty, military training duty, and similar limited absences normally are with full salary.

When practicable, the Department Chairman is to be notified in advance of absences which may affect class, laboratory, research, or other college-related commitments. The Department Chairman and faculty member in consultation are to secure a substitute instructor if possible or if deemed necessary.

Longer absences resulting from total disability are covered through the college participation in the TIAA group disability insurance plans. These provide that in a case of total disability 60% of the first $1,000 and 40% of the remainder of the faculty member's salary shall be paid until the normal retirement age. No faculty member is eligible for this insurance during his first year of service at Saint Mary's College.

These payments do not begin until six months after total disability has been certified. During that six months waiting period, the college will pay the faculty member his full salary.

Section 10. Leave of Absence Without Salary.

Leaves of absence without salary may be granted by the college to a faculty member should the situation be deemed appropriate by the Department Chairman, and the Vice President for Academic Affairs. Appropriate reasons shall include professional growth research activities, health, or family requirements. Certain fringe benefits may be continued at the employee's own expense while on a leave of absence without salary.

A faculty member wishing a leave of absence without salary should address his request to the Vice President for Academic Affairs sending a carbon copy to his Department Chairman. The request should outline the nature of the faculty member's proposed activity during the leave and such other information as would be useful in evaluating the request. The non-tenured faculty member who expects his leave time to count toward tenure must so indicate in his formal petition for the leave.

Within two weeks of the date of the request the Department Chairman shall send to the Vice President for Academic Affairs his evaluation of the request and his recommendation. The applicant and his Department Chairman will be notified of the Vice President's decision within thirty (30) days after receipt of the original petition.

When possible, requests for leaves of absence without salary should be made at least

six months before the beginning of the semester.

Section 11. Moving Allowance for New Faculty and Eligible Administration.

All arrangements regarding moving expenses must be agreed upon by the Vice President for Academic Affairs or the appropriate Vice President in writing at the time the initial appointment is made and must be included in the Letter of Appointment. The college may agree to pay moving expenses up to $500.

"Moving Expenses" are understood to include the following:

A. Packing, crating, and unpacking of household goods and personal belongings at points of origin and destination.

B. Shipping of household goods and personal belongings from point of origin to one destination point.

C. Among the items that will not be included as covered moving expenses and, therefore, will be at the employee's personal expenses are: automobiles, boats, living plants, pets, maid service, temporary living and/or house hunting expenses, and the like, as well as extra charges for disconnecting and reinstalling appliances and TV antennas. In addition, storage of household goods and personal belongings will not be paid either at point of origin or destination.

STUDENT MANUAL

Due to its large size, the Student Manual has been reproduced as a separate document.

APPENDIX I

FRINGE BENEFITS

TIAA-CREF RETIREMENT ANNUITIES. New faculty and eligible administrators who participated in TIAA-CREF programs before coming to Saint Mary's College are eligible for participation immediately upon employment at the college.

A member of the full-time faculty or an eligible administrator may participate after three years of full-time service or one year of full-time service and age 30, whichever comes sooner.

Saint Mary's College contributes an amount equal to eight percent (8%) of the employee's annual base salary to TIAA-CREF. The employee contribution is ordinarily five percent (5%); however, faculty may elect to waive the five percent (5%) contribution by signing a Waiver of Retirement Contribution Form.

The employee's contributions to the TIAA-CREF program may be tax sheltered by completing an Agreement for Salary Reduction Form.

GROUP HEALTH INSURANCE. Upon employment, employees are eligible to enroll in a group hospitalization, surgical and medical benefits plan which includes major medical coverage up to $250,000 per individual. The benefits are covered by a certificate of insurance issued by Blue Cross-Blue Shield.

All eligible employees must enroll in the plan when it is first offered to them or wait until the plan is reopened for a general enrollment - usually once each year.

The plan benefits are available on a single or family plan basis. Under a family plan, dependent children are covered through

the calendar year in which they reach age 23.

The college will pay the entire single plan premium or an equivalent amount toward a family plan premium for full-time employees.

Part-time employees may elect single or family plan coverage provided they pay the entire premium.

Faculty members leaving at the end of an academic year may continue their coverage during June, July and August by paying the full premium for the coverage elected.

GROUP LIFE INSURANCE PLAN. All full-time employees are covered immediately upon employment with life insurance in the amount of their annual base salary rounded to the next highest $500 increment (to a maximum of $40,000). This premium is paid by the college. The employee may elect to purchase additional insurance equal to that provided by the college.

A booklet which explains the plan in detail is made available from the Personnel Department upon enrollment.

TRAVEL INSURANCE. An employee who travels on official business for the college is covered by a special accidental death or dismemberment insurance policy.

There is no cost to the employee for this special travel insurance coverage. An employee scheduled to travel should contact the Personnel Department and sign a beneficiary card before leaving.

GROUP TOTAL DISABILITY BENEFITS PLAN. Full-time exempt employees are eligible to join the TIAA group total disability benefits plan. The college pays the entire premium for this

program. Enrollment may be immediate if previously covered by such a plan; otherwise, eligibility is one year from date of employment.

Plan benefits do not begin until six (6) months after total disability has been established. During the six (6) months waiting period, the college will pay a faculty member or eligible administrator his full salary.

EDUCATION BENEFITS. Wives and dependent female children of full-time faculty members and eligible administrators may attend Saint Mary's College without paying tuition provided regular admission requirements are met. This educational benefit is applicable to the wife and female children of a deceased faculty member and eligible administrator who had served the college at least eight years as a full-time faculty member.

Saint Mary's College presently has an agreement with the University of Notre Dame whereby sons and daughters of Saint Mary's College faculty and eligible administrators may attend the University of Notre Dame without paying tuition. The student must meet the regular admissions requirements at Notre Dame and be accepted as an undergraduate student. The total number of credit hours available to the college is limited. This agreement is reviewed at regular intervals and is subject to change or termination. In the event of termination, Saint Mary's College assumes no financial obligations.

SABBATICAL LEAVES, LEAVES OF ABSENCE. (See Sections VIII, IX, and X of Administrative Procedures Manual.)

SOCIAL SECURITY. All employees of the college are automatically covered by the Federal In-

surance Contributions Act. The college pays one-half of the current tax charged by the Federal Government for this benefit. The employee pays the other one-half through payroll deduction. The amount of the tax is regulated by Federal Law.

WORKMEN'S COMPENSATION. The college provides coverage under the Workmen's Compensation Act of the State of Indiana for every employee on its payroll. Employees who suffer injury on the job, no matter how minor, should report the incident immediately to their department director. All accidents should be reported in writing to the Personnel Department within 24 hours.

If an employee should lose time from his job as a result of an occupation (on the job) injury or illness, he will be paid compensation in accordance with the Workmen's Compensation Act of the State of Indiana.

THE GOVERNANCE OF THE COLLEGE
APPENDIX II

TRAVEL POLICY

Requests for money for travel must conform to the budget and be signed by the department chairman and by the appropriate vice president. The travel request form (in four parts) must be completed and all four copies submitted to the Business Office at least two weeks prior to departure.

When an applicant returns from a trip, he or she completes the expense column headed "Total Actual" and submits this along with receipts to the Business Office as soon as possible upon return. The cost of airplane tickets should be noted but ordinarily cash will not be disbursed for this expense since the tickets can be charged to the college. All expenditures should satisfy normal auditing requirements, i.e., receipts should be attached to the report. When receipts have not been obtained, the vice president must verify the appropriateness of the expenditures. Authorization by a vice president for payment of expenditures not accompanied by a receipt will be accepted by the Business Office if such expenditures are within the budget. Personal expenses or expenses extraneous to the primary purpose of the trip are not allowed. Discretion regarding the appropriateness of an expenditure will reside with the area vice president. No set per diem has been established since the cost of meals, hotels, taxis, etc., varies in different parts of the country. Reimbursement for the use of personal car will be made at 12¢ per mile if the cost is less than air fare tourist; otherwise, the equivalent of air fare tourist will be paid.